

## Message Text

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ACTION ARA-10

INFO OCT-01 ISO-00 SS-15 SP-02 PER-01 SIG-01 A-01  
MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02  
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-----031833Z 045388 /50

R 031600Z APR 77

FM AMEMBASSY PORT OF SPAIN  
TO SECSTATE WASHDC 518

C O N F I D E N T I A L SECTION 1 OF 3 PORT OF SPAIN 0906

STADIS////////////////////////////////////

E.O. 11652: GDS

TAGS: AMGT PFOR TD US

SUBJ: PARM/MODE--ANNUAL POLICY AND RESOURCE  
ASSESSMENT--PARTS II AND III

REF: PORT OF SPAIN 0905

PARM PART II--RESOURCE ASSESSMENT

1. EMBASSY PORT OF SPAIN HAS BOTH A PHYSICAL PLANT AND  
A PERSONNEL STRUCTURE WHICH TO SOME EXTENT ARE  
DISJOINTED COLLECTIONS OF ACCRETIONS OVER TIME. CON-  
CLUSIONS REACHED AT THE EMBASSY TWO YEARS AGO THAT THE  
ONLY SOUND SOLUTION FOR THE CHANCERY WAS TO BUILD  
AN ENTIRELY NEW ONE HAVE BEEN RATIFIED BY A RECENT  
CONSULAR ASSISTANCE TEAM, WHICH DETERMINED THAT EVEN  
ACUTE, SHORT-TERM SPACE AND SECURITY NEEDS COULD NOT  
LONGER BE MET THROUGH EXPENSIVE AND INADEQUATE  
CHANGES TO THE PRESENT BUILDING. I THEREFORE RECOMMEND  
THAT THIS PLANNING EFFORT BE SUPPORTED WITH AN FBO  
BUDGET REQUEST FOR FY-1979 CONSTRUCTION OF A CHANCERY  
FOR PORT OF SPAIN, WITH SIGNIFICANT FUNDS TO BE RE-  
COVERED FROM SALE OF THE PRESENT PROPERTY.

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2. ON THE PERSONNEL SIDE, WE MUST FIND SOME WAY TO  
DEVOTE A LITTLE MORE OF OUR RESOURCES TO OUR HIGH  
PRIORITY ECONOMIC INTERESTS. A TWO-YEAR  
EFFORT TO OBTAIN A SINGLE ADDITIONAL FSL PROFESSIONAL  
POSITION FOR COMMERCIAL WORK IS STILL LANGUISHING  
WHILE WE ABSORB NEW POSITIONS CREATED BY ORGANIZA-

TIONAL FOCUSSES IN WASHINGTON.

3. IT IS ALSO TIME TO TAKE A HARD LOOK AT THE SCOPE OF SOME OF THE OTHER AGENCY OPERATIONS ATTACHED TO THIS MISSION AND PERHAPS REDUCE OR ELIMINATE THEM IN CONFORMITY TO CURRENT PRIORITIES AND EFFECTIVE USE OF RESOURCES. DETAILS OF MY CONCLUSIONS AND RECOMMENDATIONS IN THIS REGARD ARE SPELLED OUT IN THE REMAINDER OF THIS MESSAGE AND IN A COMPANION ROGER CHANNEL TELEGRAM.

A. STATE

1. THE CONSULAR SECTION IS BY FAR THE LARGEST COMPONENT OF THE MISSION. SIGNIFICANTLY ENHANCED EFFICIENCY DURING THE LATTER HALF OF 1976 ENABLED US TO ANTICIPATE DEALING WITH THE WORKLOAD OF THE NEXT FEW YEARS WITHOUT REQUIRING ADDITIONAL PERSONNEL. THEN, HOWEVER, WE WERE FACED WITH THE NEW PROBLEMS CREATED BY THE CHANGES TO THE IMMIGRATION AND NATIONALITY ACT. OUR NIV WORKLOAD, AFTER A STEADY CLIMB FOR MANY YEARS, STABILIZED IN 1976 AT THE 1975 LEVEL AND EVIDENCE THUS FAR IN 1977 SUPPORTS THAT TREND. WE HAVE THEREFORE PERHAPS REACHED A REASONABLY STABLE DEMAND LEVEL.

2. FOR SEVERAL YEARS THE IV ISSUANCES AND IV REGISTRATIONS HERE HAVE BEEN GRADUALLY DECLINING. IV WORKLOAD IS UP 40 PERCENT IN EARLY 1977, HOWEVER, AS WE

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DEAL WITH THE BACKLOG IN THE PIPELINE MADE POSSIBLE BY THE RECENT CHANGES IN THE LAW AND COURT RULINGS. THUS, FOR THE REMAINDER OF FY-1977 AND CERTAINLY DURING FY-1978 WE HAVE MAJOR NEW IV WORK REQUIREMENTS TO MEET. FOUR TEMPORARY FSL POSITIONS WERE AUTHORIZED FOR THE EMBASSY EARLY THIS YEAR AND WE UNDERSTAND THEY ARE TO BE MADE PERMANENT. THUS THEY ARE INCLUDED IN OUR FY-1977 PERSONNEL TABULATION. IT IS TOO EARLY TO KNOW WHAT THE LONG-TERM EFFECTS ON IV REGISTRATIONS AND ISSUANCES WILL BE, BUT WE DO ANTICIPATE SOME REDUCTION IN WORKLOAD BY FY-1979. I THEREFORE AM RECOMMENDING THE REPROGRAMMING OF ONE FSL POSITION TO OUR MUCH-NEEDED ECONOMIC/COMMERCIAL WORK AT THAT TIME IF THE LATTER POSITION CANNOT BE CREATED EARLIER. IF IT HAS BEEN, WE SHOULD STILL BE ABLE TO REDUCE ONE CONSULAR POSITION. IF TRENDS ARE CLEARER BY NEXT YEAR'S PARM, I WOULD HOPE AT THAT TIME IT CAN BE DECIDED THAT THE FY-1979 FSL POSITIONS CAN BE TRIMMED BY TWO RATHER THAN JUST ONE.

3. A RECENT CONSULAR ASSISTANCE TEAM VISIT HAS RECOMMENDED THAT PORT OF SPAIN BE CONNECTED TO THE VISA SYSTEM COMPUTER. THIS AND OTHER TECHNOLOGICAL IMPROVEMENTS WILL COST THE POST IN THE NEIGHBORHOOD OF \$70,000 PER YEAR. WITH THESE ENHANCED MANAGEMENT TOOLS AND THE GREATER EFFICIENCY PERMITTED THEREBY, I FEEL IT IS DOUBLY INCOMBENT UPON US TO REDUCE SOME CONSULAR STAFFING BY FY-1979.

4. ON THE HIGH PRIORITY ECONOMIC/COMMERICAL SIDE, WE ARE HANDLING WELL PETROLEUM REPORTING, MAJOR INDUSTRIAL PROJECT ANALYSIS AND ASSISTANCE TO POTENTIAL AMERICAN SUPPLIERS OF THE HIGH-VALUE CAPITAL EQUIPMENT, TECH-

NOLOGY, AND MANAGEMENT SERVICES ASSOCIATED WITH THESE PROJECTS. WE FEEL THERE ARE SIGNIFICANT OPPORTUNITIES  
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TO DO MORE, HOWEVER, ON SPOTTING COMMERICAL OPPORTUNITIES FOR LESS GLAMOROUS ACTIVITIES AND ASSISTING ADDITIONAL AMERICAN FIRMS TO ENTER THE TRINIDAD AND TOBAGO MARKET. TO DO THIS WE NEED AN ADDITIONAL PROFESSIONAL-LEVEL LOCAL (FSL). THIS WOULD ALSO PERMIT MORE ECONOMIC ANALYSIS BY THE SINGLE AMERICAN OFFICER DEVOTED EXCLUSIVELY TO ECONOMIC/COMMERICAL WORK. SUCH ANALYSIS IS NEEDED TO ASSESS MORE CLEARLY WHETHER TRINIDAD AND TOBAGO'S LOFTY ECONOMIC GOALS ARE BEING FULFILLED AT A PACE WHICH CAN AVERT POLITICAL CHAOS AND EXTREMISM, AND TO GUIDE US DECISIONS REGARDING CARICOM, AID, ETC.

5. THE EXECUTIVE OFFICE AND POLITICAL/LABOR SECTION ARE BOTH LEAN AND EFFECTIVE OFFICERS WHICH REQUIRE NO EXPANSION NOR CAN AFFORD REDUCTIONS.

6. OUR ADMINISTRATIVE STAFF IS SMALL, BUT APPROPRIATE IN SIZE. IN PART III, HOWEVER, I HAVE INDICATED MY STRONG RECOMMENDATION THAT A RECENTLY ESTABLISHED REGIONAL BUDGET POSITION NOT BE FILLED. THERE ARE BOUND TO BE LESS COSTLY WAYS TO MEET THESE REQUIREMENTS WITHOUT ESTABLISHING ANOTHER OVERSEAS AMERICAN POSITION.

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MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02  
/067 W

-----031732Z 045186 /41

R 031600Z APR 77  
FM AMEMBASSY PORT OF SPAIN  
TO SECSTATE WASHDC 519

C O N F I D E N T I A L SECTION 2 OF 3 PORT OF SPAIN 0906

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B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS

1. THE SMALL REGIONAL AGRICULTURAL ATTACHE OFFICE  
ATTACHED TO THIS MISSION IS LEAN AND COST EFFECTIVE  
NO CHANGES ARE RECOMMENDED.

2. USIS PORT OF SPAIN IS A VALUABLE ADJUNCT TO THIS  
MISSION. IN THE PAST YEAR WE HAVE SIGNIFICANTLY  
REDUCED THE SCOPE OF THE LIBRARY, HOWEVER, AND NOW THE  
TIME HAS COME, I BELIEVE, TO CONSIDER WHETHER TO  
CEASE NORMAL LIBRARY READING ROOM OPERATIONS ENTIRELY  
AS OF POSSIBLY ONLY MARGINAL VALUE TO POST PRIORI-  
TIES AND TARGET GROUPS. I RECOMMEND THAT SUCH AN  
ASSESSMENT BE DEVELOPED BY THE PAO WITHIN THE NEXT  
SIX MONTHS. THE LIBRARY SPACE HAS ALREADY BEEN  
LARGELY REDESIGNED AS PROGRAM SPACE, AND THIS  
PROGRAMMING FUNCTION COULD BE EVEN FURTHER ENHANCED  
WITHOUT THE REQUIREMENTS OF USIS MANAGEMENT TO  
OVERSEE LIBRARY ACTIVITIES AS WELL. IF THIS ASSES-  
MENT CONFIRMS THE INDICATED LOW PRIORITY OF THE  
LIBRARY OPERATION, THE SHIT COULD BE ACCOMPLISHED WITH  
A NET SAVING OF TWO FSL POSITIONS IN USIS DURING  
FY 1978.

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3. DEFENSE--THE DEFENSE FUEL SUPPLY AGENCY HAS ALREADY  
DECIDED TO ELIMINATE ITS ONE AMERICAN POSITION IN  
PORT OF SPAIN. THE OTHER SIX AMERICAN PERSONNEL  
TABULATED UNDER DEFENSE ARE CIVILIAN CONTRACTORS  
OPERATING THE OMEGA LONG-RANGE NAVIGATIONAL STATION

HERE. CURRENT TREATY ARRANGEMENTS UNDER WHICH THIS STATION OPERATES EXPIRE AT THE END OF 1977. HOWEVER, THE EMBASSY UNDERSTANDS THAT THE USG WILL SEEK NEGOTIATIONS TO EXTEND THE OPERATION OF THE STATION FOR SOME YEARS. IF THIS DECISION IS CONFIRMED AND NEGOTIATIONS ARE SUCCESSFUL, WE PRESUME THE SIX POSITIONS SHOWN WILL BE STABLE FOR FY-1979.

4. IT IS POSSIBLE THAT SIX MARINE SECURITY GUARD (MSG) POSITIONS WILL BE ASSIGNED TO THE EMBASSY BY FY-1979. AT PRESENT, HOWEVER, THE HOST GOVERNMENT HAS ADAMANTLY DECLINED TO APPROVE THE ASSIGNMENT OF A MSG UNIT, SO WE HAVE NOT SPECIFICALLY INCLUDED SUCH A DETACHMENT IN OUR FY-1979 PROJECTIONS.

### PART III--PERSONNEL RECOMMENDATIONS

#### A. REPROGRAMMING

WE NEED THE ADDITIONAL FSL PROFESSIONAL POSITION FOR ECONOMIC/COMMERICAL WORK NOW, CERTAINLY IN FY-1978. IF THE POSITION IS STILL NOT PROVIDED BY FY-1979, HOWEVER, AT THAT TIME THE MISSION HOPES TO REPROGRAM BY ELIMINATING ONE LOCAL POSITION IN THE CONSULAR SECTION. CURRENT IV PRESSURES PRECLUDE SUCH REPROGRAMMING PRIOR TO FY-1979.

#### B. INCREASES/DECREASES

1. INCREASE--ONE FSL PROFESSIONAL POSITION TO CON-  
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CENTRATE ON COMMERICAL EXPANSION AND CONTINUITY OF CONTACT WITH THE LOCAL BUSINESS COMMUNITY. FULLER JUSTIFICATION APPEARS IN ABOVE PARAGRAPHS AND IN THE EMBASSY'S COMMERCIAL BUDGET SUBMISSIONS. (NOTE: THE PRESENT ECONOMIC OFFICER BELIEVES IT WOULD BE MORE USEFUL FOR THE ADDITIONAL POSITION TO BE AN AMERICAN OFFICER RATHER THAN AN FSL PROFESSIONAL. BASED ON RELATIVE COSTS AND CONTINUITY FACTORS, HOWEVER, WE HAVE DECIDED TO REAFFIRM THE EARLIER DECISION TO REQUEST THE FSL POSITION.)

2. DECREASES--IF THE ABOVE INCREASE IS GRANTED, BY FY-1979 WE PROPOSE TO DECREASE ONE FSL POSITION IN THE CONSULAR SECTION (OTHERWISE THIS WOULD BE A REPROGRAMMING).

3. THE EMBASSY HEREBY RECOMMENDS THAT THE REGIONAL BUDGET POSITION (NO. 53-047) RECENTLY ESTABLISHED

AND RESIDENT IN PORT OF SPAIN BE ABOLISHED IMMEDIATELY.  
CONSIDERABLE SAVINGS CAN BE MADE IF THIS POSITION  
IS NOT FILLED. THE HIGH EXPENSE OF ESTABLISHING AN  
AMERICAN POSITION OVERSEAS SEEMS INADEQUATELY JUSTIFIED  
IN THIS INSTANCE. THE DECISION TO ESTABLISH SUCH A  
POSITION EMERGED FROM THE SIGNIFICANT FINANCIAL PROBLEMS  
CARIBBEAN POSTS WERE HAVING WITH WASHINGTON FINANCE  
CENTER (WFC) BEFORE LAST YEAR. MANAGEMENT AND  
SYSTEMS CHANGES IN RECENT MONTHS AT WFC IN WASHINGTON  
HAVE, INsofar AS WE CAN DETERMINE, LARGELY ELIMINATED  
THESE FORMERLY KNOTTY DIFFICULTIES. AS DESCRIBED  
TO US, THE REGIONAL BUDGET OFFICER WOULD HEAVILY  
ENGAGE IN TRAINING OF LOCAL BUDGET AND FISCAL  
SPECIALISTS. IN THE PAST WE HAVE FOUND THE  
ANNUAL REGIONAL SEMINARS WHICH OUR FSL SPECIALIST  
HAS BEEN AUTHORIZED TO ATTEND, SUPPLEMENTED BY SOME  
TDY TRAVEL AND TRAINING AS REQUIRED AT ADJACENT  
POSTS (C.F. CARACAS), HAS MORE THAN MET ANY NEEDS  
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WE CAN PERCEIVE ALONG THESE LINES. AN FSL FROM  
CURACAO HAS ALSO COME HERE TO BE TRAINED BY OUR  
OWN WELL-TRAINED LOCAL. IT WOULD APPEAR THAT A  
MODEST INCREASE IN RESOURCES AVAILABLE TO AREA  
POSTS FOR THE TRAVEL AND TRINING OF THEIR FSL  
FISCAL SPECIALISTS WOULD BE FAR MORE COST EFFECTIVE  
THAN THE ESTABLISHMENT OF A NEW OVERSEAS AMERICAN  
POSITION.

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/067 W

-----031733Z 045240 /41

R 031600Z APR 77

FM AMEMBASSY PORT OF SPAIN  
TO SECSTATE WASHDC 520

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## C. LOWER PRIORITY POSITIONS

IN ACCORDANCE WITH REF A, WE HEREBY DESIGNATE ONE AMERICAN AND ONE FSL POSITION FOR LOW PRIORITY AT THIS TIME:

(1) AMERICAN POSITION #53-047: REGIONAL BUDGET AND FISCAL OFFICER. WE ACTUALLY RECOMMEND THE ABOLISHMENT OF THIS POSITION IN FY-1977. SEE DISCUSSION IN PART III.B.3. ABOVE.

(2) FSL POSITION #ADMIN-015: GARDNER AT THE AMBASSADOR'S RESIDENCE. IF NECESSARY, THE EMBASSY BELIEVES THESE GARDENING SERVICES CAN BE PERFORMED UNDER DIRECT PERSONAL HIRE BY THE AMBASSADOR AS IS THE CASE FOR ALL OTHER STAFF AT THE RESIDENCE.

## D. MISSION STAFFING CHARTS

FY 1977 (CURRENT) AMER AMER FSL FSL  
OFFS STAFF PROFES STAFF TOTALS

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EXECUTIVE	2	3	0	0	5
POLITICAL	1	0	0	1	2
ECON/COM'L	1	0	1	1	3
CONSULAR	6	0	1	14(1)	21
ADMIN (TOTAL)	5	0	5	10	20
COMMUNICATIONS	2	0	0	0	
REGIONAL	ZQ	0	0	0	
USIS (2)	2	0	2	10(3)	14
AGRIC (4)	1	0	1	1	3
DOD (5)	7	0	0	0	7

OTHER (6) 1 0 0 0 1

TOTALS FY 77 26 3 10 37 76

(1) INCLUDES 4 TEMPORARY POSITIONS SCHEDULED TO BE MADE PERMANENT

(2) OFFICE ALSO RESPONSIBLE FOR USIS BRIDGETOWN

(3) INCLUDES ONE POSITION IN BRIDGETOWN

(4) OFFICE RESPONSIBLE FOR EASTERN CARIBBEAN REGION

(5) INCLUDES 6 CIVILIAN CONTRACT EMPLOYEES AT OMEGA STATION AND 1 CIVILIAN PETROLEUM INSPECTOR

(6) TAX ADVISOR PROVIDED TO AND FINANCED ENTIRELY BY GOTT UNDER TECHNICAL ASSISTANCE AGREEMENT

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FY 1979 (PROJECTED)

	AMER	AMER	FSL	FSL	
	OFFS	STAFF	PROFES	STAFF	TOTALS
STATE					
EXECUTIVE	2	2	0	0	4
POLITICAL	1	0	0	1	2
ECON/COM'L	1	0	2	1	4
CONSULAR	5	0	1	13	19
ADMIN (TOTAL)	4	0	5	9	18
COMMUNICATIONS	2	0	0	0	
USIS (1)	2	0	1	9(2)	12
AGRIC (4)	1	0	1	1	3
DOD (3)	6	0	0	0	Y
TOTALS FY	22	2	10	34	68

(1) OFFICE ALSO RESPONSIBLE FOR USIS BRIDGETOWN

(2) INCLUDES 1 POSITION IN BRIDGETOWN

(3) CIVILIAN CONTRACT EMPLOYEES AT OMEGA STATION

(4) OFFICE RESPONSIBLE FOR EASTERN CARIBBEAN REGION

E. STAFFING CONCLUSIONS



IF ALL OF THE INDICATED CHANGES ARE CONFIRMED BY  
FY-1979, WE WILL HAVE REDUCED TOTAL MISSION STAFFING  
BY EIGHT POSITIONS(FIVE AMERICAN AND THREE FSL), OR  
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THEN PERCENT OF THE PRESENT BASE. THE MISSION SHOULD  
BE FULLY AS EFFECTIVE AS AT PRESENT, AND EVEN SOMEWHAT  
MORE SO WITH ENHANCED PERSONNEL RESOURCES DEVOTED  
TO ECONOMIC AND COMMERICAL WORK. THESE SAVINGS WOULD  
BE SOMEWHAT OFFSET, OF COURSE, IF A MARINE SECURITY  
GUARD DETACHMENT IS ASSIGNED, BUT THIS IS NOT  
PREDICTABLE AT PRESENT.  
FAY

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**To:** STATE  
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